Commonwealth of Kentucky Broadband Technical Assistance Program

Project Work Plan

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Approvals

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Project Work Plan

Table of Contents

1. Introduction

A four-year multi-phase KY Broadband Planning Project lasting through 2014 has been envisioned to enable realization of broadband availability, adoption and utilization goals in the Commonwealth of Kentucky, specifically to maximize the availability and usage of broadband by Kentucky Commonwealth citizens and businesses. Phase I - Outreach and Data Collection – began in 2011 and continued through January 2012. The initial phase was developed to engage regional stakeholders in promoting broadband adoption and utilization, and to collect the data necessary to evaluate the state of broadband. Phase II - Data Analysis, Reporting and Planning - is the subject of the current work plan. The focus of this second phase will be the development of regional broadband plans using the data collected in Phase I to further the goal of access to and utilization of affordable broadband service by every Commonwealth citizen.

The current administration's National Broadband Plan has targeted that every American should have access to affordable broadband service by 2020. NTIA's *State Broadband Data and Development Grant Program Notice of Funds Availability*, Docket No. 0660- ZA (July 8, 2009), defines broadband as a:

> *two-way data transmission to and from the Internet with advertised speeds of at least 768 kilobits per second (kbps) downstream and at least 200 kbps upstream to end users, or providing sufficient capacity in a middle mile project to support the provision of broadband service to end users.*

The broader *Commonwealth of Kentucky Broadband Planning Program* derives from the *American Recovery and Reinvestment Act* (ARRA) *of 2009* funding under the *State Broadband Data and Development* (SBDD) *Program*, administered by the *National Telecommunications and Information Association* (NTIA) of the *U.S. Department of Commerce*, to support certain projects across a five-year period from 01/01/2010 to 12/31/2014. In Kentucky, the Project is the *American Recovery and Reinvestment Act - SBDD - Commonwealth of Kentucky Office of Technology*. Kentucky's Commonwealth Office of Technology (COT) was Kentucky's designated recipient for the NTIA grant for the SBDD program. The project moved from the COT to the Office of Finance in late 2011.

In the execution of this data analysis, reporting and planning phase of the project, the focus is on working with the stakeholders identified and utilizing the data collected in the first phase to develop comprehensive regional broadband plans. Equipped with information on unserved and underserved areas; with reasons for lack of broadband adoption; with broadband promotion, adoption, and utilization plans; and with policy and investment strategies, the regional stakeholder groups will become vehicles for promoting and facilitating broadband adoption and utilization throughout the Commonwealth of Kentucky.

2. Project Scope

2.1 Overview

The current data analysis, reporting and planning phase of the project will comprise 12 specific tasks which are described in section 2.2:

1   Project administration and coordination;
2   Development of a broadband *Strategic Plan* and metrics for measuring progress;
3   Conducting outreach and communications;
4   Continued support of a *Central Repository* as a source for relevant information;
5   Preparation of e-solutions benchmarking (eSB) reports;
6   Establishing planning priorities and selecting targeted *Project Areas*;
7   Developing resources for targeted *Project Area* planning and outreach;
8   Creating five "best practice" modules;
9   Organizing and conducting an *Initial Project Area (IPA) Workshop*;
10   Developing *draft Project Area Work Plans*;
11   Organizing and conducting a *Final Project Area (FPA) Workshop*; and
12   Developing final *Project Area Work Plans*.

Several new terms are introduced in this second project phase.

- Currently, 14 *Area Development Districts* (*ADD*s) cover the state and work together through the *Kentucky Council of ADDs* (*KCADD*).
- For the Planning Project, the state will be divided into five contiguous geographic areas that when combined comprise the whole Commonwealth of Kentucky. These five geographic areas will be referred to as *Regions*; initial *Regions* will consist of two or more ADDS, with no ADD belonging to more than one *Region*.
- The *Regions* and their boundaries will be defined jointly by the ADDs and OBOD by the end of the first week in May, 2012.
- *Projects Areas* will be identified as selected areas of focus targeted for broadband planning within *Regions*, with no more than five total *Project Areas* selected for planning.
- It is for broadband panning in each of the selected *Project Areas* that the regional plans described in Phase I will be targeted. Each such plan will be called a *Project Area Plan*, and will be included in the planning project's final *Strategic Plan*.
- The regional workshops referenced in Phase I also will be focused on each of the selected *Project Areas* targeted for broadband planning; the targeted workshops will be called *Project Area Workshops*, and will include an *Initial Project Area (IPA) Workshop* and *a Follow-up Project Area (FPA) Workshop*.

2.2 Project Tasks and Services

The following 12 tasks are included in Phase II of the Project.

1. **Project Administration and Coordination (Baker)**
   Continuing from Phase I, Baker will support the OBOD to administer and coordinate broadband related research, data collection and technical assistance.

Timeframe: Support commences at project start-up with a proposed scale back of effort in subsequent phases coinciding with increased OBOD/ADD program sustainment.

Deliverable: Project Management and Broadband Support to OBOD

2. **Strategic Plan and Metrics (OBOD/Baker)**
   a. OBOD will develop a Formal Statewide Strategic Plan for Kentucky.
      i. Baker will work with OBOD to develop its strategic plan.
      ii. Prior to the Initial Project Area (IPA) Workshops (Task 9), the Statewide Strategic Plan will provide a framework including the mission and strategic objectives for the planning project.
      iii. Following the Initial Project Area (IPA) Workshops (Task 9), SNG will develop *Project Area Broadband Plans* (Tasks 10 and 12) that are strategically tailored to the needs and priorities of the selected *Project Areas* with input and consultation from Baker. *Project Area Broadband Plans* will be used by OBOD (with Baker support) in developing the final *Statewide Strategic Plan* in Phase II.
      iv. Based on continued feedback from the identified *Project Areas*, the *Statewide Strategic Plan* may be re-evaluated and/or modified as required to keep it aligned with *Project Area* priorities.

   b. Baker will work with OBOD to develop *Strategic Objectives* and *Project Metrics*, aligning with OBOD's overall strategy.
      i. Baker will assist OBOD in developing Strategic Objectives to support the overall strategy, providing information and input based on other broadband projects across the country.
      ii. Once the Statewide Strategic Plan and Strategic Objectives have been developed, Baker will assist OBOD in developing *Metrics* and plans to measure progress against Plan objectives.
      iii. The metrics are expected to be periodically measured and reported from the *Project Areas*.
      iv. Based on continued feedback from *Project Areas*, *Strategic Objectives* may be re-evaluated and/or modified as required to keep them aligned with *Project Area* priorities.

   Timeframe: *Statewide Strategic Plan Framework-* April 2012;
   Final Statewide Strategic Plan including *Metrics* and *Project Area Plans -* January 2013

   Deliverables:
   1. Statewide Strategic Plan Framework including Mission and Strategic Objectives (OBOD, Baker)
   2. Final Statewide Strategic Plan including Metrics and Project Area Plans (OBOD/Baker)

3. **Outreach and Communications (ADDs)**
 Utilize plans, tools and materials developed and described in Task 5 of the Phase I Work Plan to continue outreach and communication to Stakeholders and the General Public.

4. **Continued Central Repository Support (OBOD, ADDs, Baker)**
Continue support of the Central Repository as described in Task 6 of the Phase I Work Plan.

5. **eSB Reporting (SNG/Baker)**

   Objective: High level analysis and strategic implications for Kentucky.

a. Develop *e-Solutions Benchmarking Technical Report*; Phase I survey data aggregation and analysis. This will be more of a summary report in comparison to the *2010 e-Solutions Benchmarking Technical Report*, with the detailed information provided through the *Digital Economy and Analysis Platform (DEAP)*.

b. Develop *e-Strategy Report* for Kentucky - similar to the Broadband Report developed in Task 7 of the Phase I Work Plan - including limited regional breakdown of key factors, as well as county level "heat maps" that use benchmark data and federal data to project Internet utilization patterns at the county level.

c. Update *Digital Economy and Analysis Platform (DEAP)* with new Phase I e-Solution Benchmarking survey data.

d. Develop *Briefing Document*, including maps of unserved and underserved areas.

Timeframe: April 2012
Deliverables:
1. *eSB Technical Report* (SNG)
2. Updated *DEAP* (SNG)
3. *e-Strategy Report* (SNG)
4. *Briefing Document* (Baker)

6. Establish Priorities and Planning Districts (All)

a. Organize *Central Planning Session* for OBOD, ADDs, with limited stakeholder participation as an option.

b. Utilize previous eSB reporting deliverables to establish priorities for planning and outreach.

c. Prioritize sectors and/or geographies, and determine which e-solution utilization and adoption gaps will be chosen for targeted focus.

d. Utilize previous eSB reporting deliverables to identify up to five Project Areas, which will become the focus for analysis, planning and outreach.

e. Define *Project Area Scope of Work (SOW)*: goals, target groups, focus area(s). Initial SOW to be developed at CPS; refinements to be made by Project Area Working Group.

Timeframe: Late May/Early June
Deliverables:
1. Outreach to Prospective Participants for *Central Planning Session* (OBOD, ADDs)
2. Broadband Planning and Outreach Priorities (OBOD/ADDs)
3. *Project Areas* Identification (OBOD/ADDs)
4. *Central Planning Session* Delivery (SNG and Baker)
5. *Central Planning Session* Summary (Baker and SNG)
6. *Project Area Scope of Work (SOW)* as living document (SNG, ADDs)
7. Work plan for future analysis, planning and outreach for 2012 - 2013 (SNG and Baker)

7. Develop Resources for District Level Planning and Outreach (All)

Objective: Develop resources and recruit district level stakeholders for IPA Workshops.

a. Develop *Project Area* broadband profiles, built from the eSB reporting deliverables, i.e*., e-Strategy Report* and *Briefing Document*.

b. Profiles to provide more detailed analysis and recommendations at the *Project Area* level, focusing on issues and sectors identified in the *Central Planning Session*.

c. Develop *DEi Scorecards* for businesses and organizations that identify individual patterns of broadband utilization, gaps, barriers and opportunities.
d. Scorecard assessment, delivered through an automated online process, provides customized information to encourage broadband and broadband-enabled application/process adoption.
e. Provides insight on likely benefits to be achieved by utilization of each application/process.
f. Recruit *Project Area* participants from stakeholder groups for fall planning activities.

Timeframe: June-August 2012
Deliverables:
a. *Broadband Profiles* for each *Project Area* (SNG)
b. *DEi Scorecards* (SNG)
c. Stakeholders Recruitment (ADDs, OBOD)

8. **Best Practice Modules (Baker/SNG)**

   a. Develop five Best Practice modules identifying processes and applications utilized by leading broadband users that promote successful utilization and maximize benefits from utilization.
   b. Incorporate Kentucky benchmarking data as well as SNG's broader database.
   c. Develop Best Practice modules that support relevance of statewide "Best Practice" e-solutions within specific constituencies and districts.
   d. Conduct key informant interviews with businesses and organizations that have best in sector utilization practices and outcomes, and private sector providers of e-solutions.
   e. Utilize best practices reports to develop online "Best Practice Webinars" for availability as part of the planning process.
   f. Best Practice modules will include identification of leading practices within the sectors that are prioritized, as well as a list of strategies and resources for implementing these practices.
   g. The best practices modules will address:
      - Processes and applications for productivity;
      - Internet delivery of services;
      - Privacy and security concerns;
      - Two additional modules determined by consultation process
   h. Dissemination of best practice modules will take form of formal *Best Practices Report*, PowerPoint slide deck and a Webinar recorded and suitable for webcasting.

   Timeframe:
   Some or all modules could come after May 2012 *Central Planning Session*, if identified for one or more key focus areas (sector or issue).
   Modules not developed after May 2012 *Central Planning Session* would be in conjunction with the *Project Area Plans* during the *IPA Workshops*.
   Deliverables:
   Five Best Practice Modules, which will include a Best Practices Report, a PowerPoint slide deck and a Webinar recorded and suitable for webcasting.

9. **Initial Project Area (IPA) Workshops (All)**

   a. Organize IPA Workshops for OBOD, ADDs and targeted district stakeholders.

b. "From Broadband to Benefits: Understanding the basics of broadband utilization and adoption" webinar – Workshop preparation tool for stakeholders.

c. Introduction and discussion of key information, consisting primarily of the findings in the Broadband Regional Benchmarking Report for Kentucky.

d. Presentation and utilization of work plan previously developed in Task 6 for meeting discussion and analysis.

e. Identify key elements required for development of Project Area Work Plans.

Timeframe: September 2012

Deliverables:

1. IPA Workshop Organization (ADDs/OBOD)
2. IPA Workshop Prep Webinar (SNG)
3. IPA Workshop Delivery (Baker/SNG)
4. IPA Workshop Outcomes Documentation (Baker/SNG

10. Draft Project Area Work Plans (SNG)

a. Discussions from IPA workshops summarized and synthesized into a roadmap to achieve stated *Project Area* goals.

b. Include analysis of costs and benefits of targeted adoption and utilization campaigns within identified sectors within the *Project Area*.

c. Include development of "Best Practice" modules to inform or support implementation *of Project Area* campaigns aimed at improving utilization (see Task 8).

d. Priority given to promotion of broadband utilization and adoption that promotes job creation, competitiveness, and innovation.

e. Development of a High Level Action Plan.

f. Develop of a deliverable *Draft Project Area Work Plans* recommending roadmap to achieve Project Area goals.

Timeframe: December 2012

Deliverable: *Draft Project Area Work Plans that* ultimately will include project goals, a *Roadmap for Economic Development through Broadband* that identifies opportunities, costs and benefits of proposed broadband initiatives and a *High-Level Action Plan* for implementing the *Roadmap.*

11. Follow-Up Planning District Workshops (All)

a. Organize FPA Workshops for OBOD, ADDs and targeted Project Area stakeholders.

b. Present *Draft Project Area Work Plans*.

c. FPA Workshop will disseminate recommendations and high-level action plans.

d. FPA Workshop will act as final consultation step prior to finalizing *Project Area Work Plans*.

Timeframe: January 2013

Deliverables:

1. FPA Workshop Organization (ADDs/OBOD)
2. FPA Workshop Delivery (Baker/SNG)
3. FPA Workshop Outcomes Documentation (Baker/SNG

12. Final Project Area Work Plans (SNG)

1. Outcomes from FPA Workshops analyzed to update *Project Area Work Plans.*
2. *Final Project Area Work Plans* will include Project Goals, a *Roadmap for Economic Development through Broadband* that identifies opportunities, costs and benefits of proposed broadband initiatives, and a High-Level Action Plan for implementing the Roadmap.
3. Work Plans can be used by each *Project Area* to:
   - Adjust existing economic development programs and activities;
   - Prepare applications that fund new economic development initiatives;
   - Create an economic development framework for promoting specific e-solutions in targeted sectors that maximize local productivity, competitiveness, and innovation.

Timeframe: Jan-Feb 2013
Deliverable: *Final Project Area Work Plans,* one for each *Project Area*

3. Phase II Deliverables

April 2012
1. Deliver Strategic Plan Framework: Mission and Objectives (OBOD, Baker)
2. Deliver eSB Technical Report - April 30 (SNG)
3. Deliver Updated DEAP - April 30 (SNG)

April-May
4. Reach Out to Prospective Central Planning Session (CPS) Participants (OBOD, ADDs)

May
5. Deliver e-Strategy Report - May 10 (SNG)
6. Deliver Briefing Document (Maps) (Baker)
7. Finalize Regions – First Week in May (ADDs, OBOD)
8. Conduct DEAP walk-thru (SNG)

May-June
9. Deliver CPS May 31 (SNG, Baker)
10. Identify up to five Project Areas (OBOD, ADDs)
11. Define Broadband Planning & Outreach Priorities for Project Areas (OBOD, ADDs)

June
12. Deliver CPS Summary (Baker, SNG)
13. Deliver Project Area Scope of Work (SOW) as living documents (SNG, ADDs)
14. Deliver 2012-2013 Work Plan for Future Analysis, Planning & Outreach (SNG, Baker)

Jun-Aug
15. Deliver Broadband Profiles for each Project Area (SNG)
16. Deliver DEi Scorecards (SNG)
17. Recruit Stakeholders for upcoming Workshops (ADDs, OBOD)

Sept
18. Organize Initial Project Area (IPA) Workshop (ADDS, OBOD)
19. Conduct IPA Workshop Prep Webinar (SNG)
20. Deliver IPA Workshops (Baker, SNG)
21. Deliver IPA Workshop Outcomes Documentation (Baker, SNG)

Oct

22. Deliver Best Practice Modules: Reports, Slide Decks and Webinars (SNG)

Dec

23. Deliver Draft Project Area Work Plans (SNG)

Jan 2013

24. Organize Follow-up Project Area (FPA) Workshops (ADDs, OBOD)
25. Deliver FPA Workshops (Baker, SNG)
26. Deliver FPA Workshop Outcomes Documentation (Baker, SNG)

Feb 2013

27. Deliver Final Project Area Work Plans w/Roadmap (SNG)
28. Deliver Final Statewide Strategic Plan w/Objectives and Metrics (OBOD, Baker)

4. Project Organization

The project is directed by Kentucky's Finance and Administration Cabinet (FAC) through its Commonwealth Office of Broadband Outreach and Development (OBOD). Supporting the OBOD are fourteen Area Development Districts (ADDs), and Michael Baker Jr. Corp. (Baker) by contract. Strategic Networks Group (SNG) is supporting Baker by contract, particularly for survey development and execution, and for conducting the state-level Broadband Adoption and Utilization Planning workshop.

KY FAC OBOD

Area Development Districts;

Michael Baker Jr. Corp.

Strategic Networks Group

OBOD

ADDs   Baker

SNG
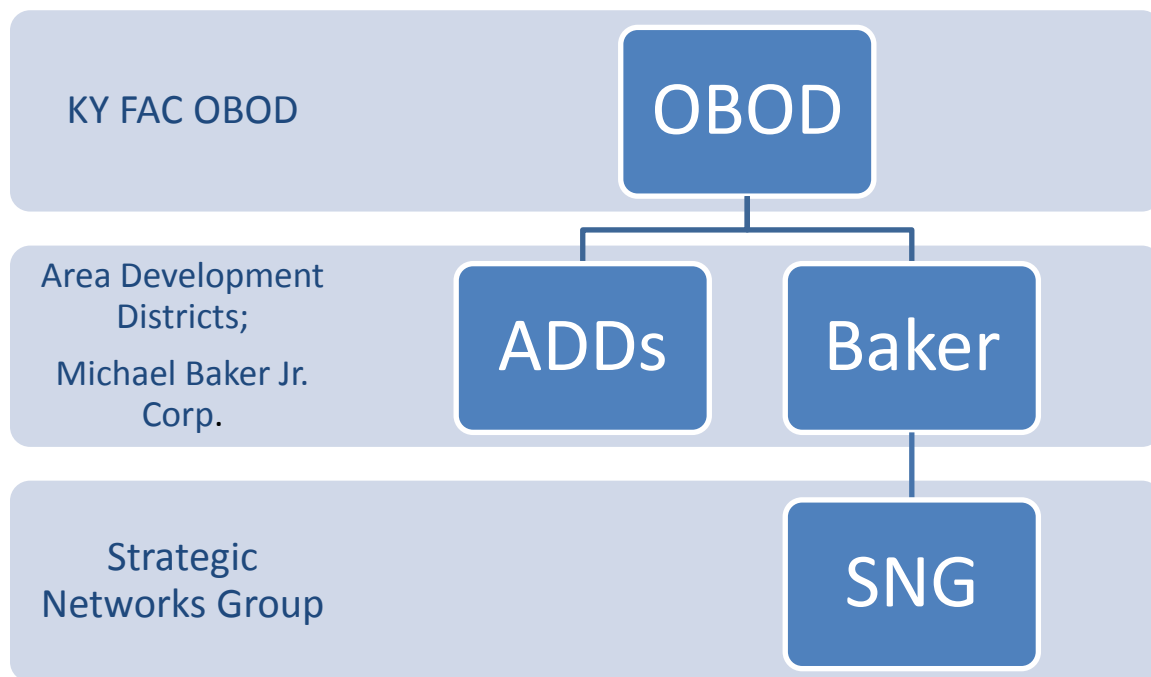
5. Schedule

A timeline showing the schedule of project deliverables is provided in Attachment 2. This is the same deliverables schedule included in Section 3, *Phase II Deliverables*.

6. Communications

6.1 Terminology Standards

Baker, with input from the team, developed a draft set of terminology standards as a glossary that was included in the Phase I work plan for Project use. The terms have been updated for the Phase II work plan, and are intended to use market-friendly terminology to make broadband terms understandable and accessible to those who may have opportunity to use them. The updated glossary is provided in Attachment 4.

6.2 SharePoint Collaboration Portal

A SharePoint collaboration portal was made available during the week of October 10, 2011 on Baker's extranet as part of Phase I of the project, and project participants were given access to it. The portal provides an online location with real-time access to project documents and information.

7. Change Requests

The form in Attachment 1 will be used to initiate and process all proposed changes to the scope (including significant schedule changes) of the work or to indicate significant cost changes as described in the body of the Work Plan. Anyone at the State/Project Team can initiate this form but it must be completely filled out as it goes through the decision-making process. Only the State PM has final approval on a change. Disapproved requests will be sent back to the initiator with an explanation for the disapproval. Change Requests will be posted on the SharePoint Project Collaboration site with limited access.

8. Project Timeline

A timeline of Phase II project deliverables is provided in Attachment 2.

9. Status Report/Action Items List

In addition to the timeline in Attachment 2, project status is also reflected in a set of tracked action items. These are maintained in a spreadsheet reflecting both active/outstanding items and completed items. A copy of the spreadsheet is provided in Attachment 3.

Attachment 1
Change Request Template

DATE: _____

CHANGE NUMBER: *(PMO will assign)* _____

SHORT TITLE: _____

NAME OF INITIATOR: _____

TYPE OF CHANGE: *(SCOPE/SCHEDULE/COST)* _____

DESCRIPTION OF CHANGE: _____

_____

_____

_____

BENEFITS OF CHANGE: _____

_____

_____

_____

COST OF CHANGE: *(If applicable)* _____

SECTION OF THE WORK BREAKDOWN SCHEDULE OR OTHER PROGRAM DOCUMENT AFFECTED: _____

PROJECT OPERATIONAL/TECHNICAL MANAGER:

I approve this request: _____ Date: _____

I disapprove this request: _____ Date: _____

Reason for disapproval: _____

_____

PROGRAM MANAGER:

I approve this request: _____ Date: _____

I disapprove this request: _____ Date: _____

Reason for disapproval: _____

_____

State PM:

I approve this request: _____ Date: _____

I disapprove this request: _____ Date: _____

Reason for disapproval: _____

_____

Additional State PM Instructions: _____

_____

Attachment 2

Timeline of Phase II Project Deliverables

April-May 2012	May-June 2012	June-August 2012	September 2012	October - December 2012	January – February 2013
Strategic Plan - Framework	CPS Delivery	BB Profiles per Project Area	IPA Workshops Organization	Best Practice Modules: Reports, Slide Decks, Webinars – Complete	FPA Workshops Organization
SNG Reports & Updated DEAP	Priorities for Project Areas	DEi Scorecards	IPA Prep Webinar	Project Area Work Plans - Draft	FPA Workshops Delivery
Briefing Doc	Identify Five Project Areas	Recruit Stakeholders for IPA, FPA Workshops	IPA Workshops Delivery		FPA Workshops Documentation
Finalize Regions	CPS Summary	Best Practice Modules - Begin	IPA Workshops Documentation		Project Area Work Plans w/Roadmap - Final
CPS Outreach	PA Scope of Work				Strategic Plan w/Objectives and Metrics - Final
Conduct DEAP walk-thru	2012-2013 Work Plan				

Attachment 3
Status Report/Action Items List

Attachment 4
Terminology Standards/Glossary

Regions The geography of Kentucky will be divided into four or five contiguous geographic areas called **_Regions_**, that when combined comprise the whole state. Initial **_Regions_** will consist of two or more ADDs, with no ADD belonging to more than one **_Region_**. The **_Regions_** and their boundaries will be defined jointly by the ADDs and OBOD in May, prior to the Central Planning Session.

Projects Areas are selected geographic areas of focus, targeted for forward-looking broadband planning within the **_Regions_**, with no more than five total **_Project Areas_**. The **_Project Areas_** will be selected during the Central Planning Session.

 A **_Project Area Scope of Work (SOW)_** describes the targeted area of focus. It provides priority issues, boundaries (geographic or other), next steps and working group members for the selected _Project Area_. One such SOW will be developed for each selected _Project Area._

A **_Project Area Work Plan_** will be developed for each _Project Area_ and will include Project Goals, a road map that identifies opportunities, costs and benefits of proposed broadband initiatives, and a high-level action plan for implementing the road map. Draft _Project Area Work Plans_ will be developed following the _Initial Project Area Workshops_ in the fall with an anticipated December 2012 delivery; final _Project Area Work Plans_ will be completed after the _Follow-up Project Area Workshops_ in early 2013.

Potential for Change refers to the potential for a project in a prospective _Project Area_ to produce measureable benefits; i.e., changes in broadband availability, adoption, and/or utilization in the three-year project period.

Commitment & Capacity of Stakeholders refers to _Region_ participants who, from a resource perspective can be available, and are willing to commit to performing the work required to develop and carry out a _Project Area_ work plan that will result in measureable change in broadband utilization during the project period.

Project Area Working Group is that group of individuals committed to working on targeted broadband planning and outreach for a selected _Project Area_, primarily during the second half of 2012.

IPA & FPA Workshops refers to _Initial Project Area Workshops_ and _Final Project Area Workshops_, respectively that will be held in each of the selected _Project Areas_, with the _IPA Workshop_ in the fall, and the _FPA Workshop_ in January 2013.